

## Douglas College Core Competency Framework

Our core competencies comprise the most integral pattern of skills, behaviours and/or characteristics that we believe contribute to successful outcomes and superior performance at Douglas College. By using a competency-based approach in our organizational and professional development programs, workforce planning, recruitment, and role design, we can better focus our plans and support employee development to ensure the College's future growth and success.

Douglas College has identified 9 core competencies around 3 main themes.

**Achieving Results by Working Together:** The individual identifies and achieves results aligned with College goals, develops collaborative environments, and demonstrates accountability in self and others.

- **Leadership:** Commits to the vision and key priorities of self and others. Creates a sense of energy by empowering others and recognizing performance. Inspires and leads self and others to demonstrate Douglas College values of honesty and integrity; innovation and creativity; community and relationships; and sustainability, diversity and inclusion.
- **Drive for results:** Identifies important outcomes, uses resources to deliver quality and excellence, and achieves results that are aligned with College goals. Demonstrates accountability to others and external stakeholders. Pursues goals and assignments effectively with high standards, and follows through to completion.
- **Collaboration:** Proactively builds collegial relationships within Douglas College and with external stakeholders. Builds trust with others and contributes to an environment that encourages people to work collaboratively and productively to achieve outcomes. Treats people equitably and values the diversity of others.

**Championing Change and Innovation:** The individual develops innovative strategies, expertise and resources to meet current demands in a continuously changing world.

- **Systems thinking:** Recognizing that the work of individual departments or units forms part of a larger, interrelated environment, takes a global perspective and leverages solutions from all business functions, maintaining the overall big picture of the College and its interrelationships.
- **Forward-looking:** Drives and supports change and innovation to bring new ideas and improvements that enhance or transform the College's delivery of services, programs and strategies. Is aware of trends, challenges current thinking and practices, and engages in continuous improvement.
- **Creative problem-solving:** Assesses options and implications in new ways to achieve outcomes and solutions. Responds resourcefully, flexibly and positively when faced with new challenges and demands.

**Contributing to a Respectful and Inclusive Culture:** The individual contributes to Indigenization, equity, diversity and inclusion at the College, demonstrates respectful, ethical, collegial, equitable and inclusive behaviour, and demonstrates responsibility for their own learning journey through professional development, mentorship and engagement in related activities.

- **Communication:** Is open to and listens to others. Communicates effectively, clearly and respectfully, in writing, verbally and non-verbally, with individuals and in groups.
- **Inclusion:** Treats people fairly, respectfully and equitably, and values the diversity of others. Models Douglas College values and demonstrates integrity in all actions. Promotes an environment that provides opportunities for all, regardless of differences.
- **Indigenization:** Understands the importance of truth and reconciliation, decolonization and Indigenization within the post-secondary context. Develops and starts own learning journey, and can articulate what Indigenization means and how it applies to their role at the College.